

FY 2008 – FY 2010 Strategic Plan

DIVISION OF HISTORICAL & CULTURAL AFFAIRS

MISSION

To enrich the quality of life for all Delawareans by preserving Delaware's unique historical heritage, fostering community stability and economic vitality, and providing educational programs and assistance to the general public on Delaware history and heritage.

BACKGROUND DISCUSSION

The Division of Historical & Cultural Affairs (hereafter HCA) fosters historic preservation of the State's rich cultural resources through historical research, stewardship, management of historic properties, interpretation, and public education.

To meet HCA's mission, the staff of HCA includes archaeologists, architectural historians, curators, education specialists, fiscal and grant experts, historians, historical interpreters, horticulturists, and preservation tradesmen.

HCA has oversight for the management of thirty-two (32) historic properties and adjacent lands across the state, including the operation of eight (8) museums, two (2) conference centers, one (1) state Visitor's Center, and seven (7) museum history stores. Historic properties under the care of HCA include schools, courthouses, lighthouses, historic homes, mills, and a (former) church. HCA actively partners with other history-minded organizations in the management of some of these properties.

Additionally, HCA cares for more than 90,000 objects in its museums collections and approximately four million artifacts in its archaeological collections. These collections are placed at more than 20 additional sites across the state and include the public exhibition of some items in government offices, courthouses and other publicly-owned venues.

HCA's programs include reviews for federally-funded projects which may affect historical and cultural resources. In addition, HCA leads efforts in securing property nominations to the National Register of Historic Places; assists local government in obtaining Certified Local Government designation for federal grant eligibility; annually administers \$5.0 million in state tax credits for historic preservation; leads planning efforts upon the discovery of unmarked human remains; monitors and stewards the state's interests in property and agricultural leases, as well as 41 historic preservation easements and covenants that include buildings, archaeological sites and a lighthouse; and provides technical assistance to a wide variety of history-related inquiries from the public.

Goal 1: The Division of Historical & Cultural Affairs will be responsible and conscientious stewards of Delaware's history and heritage. This includes the stewardship of all objects, artifacts, properties, and other historical materials under HCA charge; fact-based decision making for cultural resource preservation; and vigilant property management and landscape management.

Key Objective

- Increase management control over all objects, artifacts, sites, and other materials to 100% by FY 2010 in the areas of intellectual and management control, temperature and humidity, security, and site management plans and environmental reviews.

Strategies

- Adopt collection policy with acquisition, loan and de-accessioning procedures.
- Use PastPerfect software to maintain intellectual control over 100% of objects and artifacts at the collection level.
- Store all collections in facilities with temperature, humidity, and security controls in place.
- Use MPulse software to maintain condition assessment and site management plan for each HCA site.
- Use Environmental Review Tracking and Monitoring reports.
- Use Horticultural Plans that interpret HCA's historic gardens and landscapes.
- Use BCAD software to maintain control over building site environment plans and construction updates.

Performance Measure

Performance Measure	FY 2005 Actual	FY 2006 Actual	FY 2007 Planned	FY 2008 Projected	FY 2009 Projected	FY 2010 Projected
% of Sites/ Collections Managed Under a Management Control/ Maintenance/ Preservation Program	0%	0%	30%	60%	75%	100%

Goal 2: The Division of Historical & Cultural Affairs will make information about its collections (objects, artifacts and properties) and cultural resources available to the public for research and appreciation. This includes the development of technical assistance strategies, exhibits, educational programs, and historical interpretation for use at sites and via the Internet. Access will be planned to ensure both ADA/AAB requirements and take into consideration non-English speaking populations.

Key Objective

- Establish five (5) software program monitoring controls for HCA properties and collections, as a means to identify the scope of HCA's collections, cultural documents, sites, exhibits, and interpretative plans by FY 2010.

Strategies

- Create an oral, printed, and on-line interpretative program for all HCA museums.
- Create an on-line companion exhibit for all gallery spaces.
- Create an online public catalog of all library and archival materials, objects and artifacts, and sites (CHRIS, SIRSI, and PastPerfect).
- Create an on-line catalog of property-related files (MPulse and File Bound).
- Create a Cultural History Resource Information System (CHRIS).

- Provide technical assistance or triage upon request and document.

Performance Measure

Performance Measure	FY 2005 Actual	FY 2006 Actual	FY 2007 Planned	FY 2008 Projected	FY 2009 Projected	FY 2010 Projected
5 Software Programs Implemented and/or Expanded	N/A	1	2	3	4	5

Goal 3: The Division of Historical & Cultural Affairs will develop and implement marketing approaches and showcase HCA holdings, collections, sites, areas of expertise and knowledge of Delaware history so as to increase public awareness and visitor satisfaction. Serving as a flagship agency for promoting Delaware history, historically accurate information will be provided about HCA holdings. This will include collaboration with partners associated with each of HCA's professional disciplines.

Key Objective

- Develop and implement a qualitative evaluation tool to measure customer satisfaction by FY 2008, and devise other strategies by FY 2010 that increase visitation and usage of HCA's sites, museums and historical preservation services by 5% annually.

Strategies

- Create a visitor satisfaction assessment survey.
- Use and foster existing brand ("Saving Delaware History") in all public educational programming.
- Develop a standard look-and-feel for programmatic and site brochures.
- Develop new special events and reinvigorate established events.
- Develop new educational materials based upon new technological advances.
- Foster education and interpretation to a wider public forum.

Performance Measures

Performance Measure	FY 2005 Actual	FY 2006 Actual	FY 2007 Planned	FY 2008 Projected	FY 2009 Projected	FY 2010 Projected
% Visitors Satisfied w/ Experience at Sites/Museums/ On-line Services	N/A	N/A	N/A	75%	85%	95%
Site Visitations:						
Conference Ctrs.	10,426	10,288	12,650	13,283	13,947	14,644
Museums	83,608	83,992	83,305	87,470	91,844	96,436
First State Heritage Park	N/A	14,235	14,947	15,694	16,479	17,302
# Visitor Sessions on the Web	54,484	60,223	78,290	101,777	132,310	172,003

Goal 4: The Division of Historical & Cultural Affairs will promote efficient and ethical management of staff, properties, collections, and knowledge of Delaware history. HCA will nurture an atmosphere of learning, research and professional development while always exercising responsible leadership. HCA will foster education of the public in the preservation and interpretation of Delaware history.

Key Objective

- Increase professional development hours annually of 100% of HCA staff in history-related disciplines within the Division.

Strategies

- Ensure compliance with accounting and purchasing regulations.
- Adhere to the statement of ethics governing the disciplines of museums, archaeology, historical preservation and any other history-related discipline.
- Support collaboration with academic institutions to foster recruitment by means of interns, volunteers, and permanent staffing.
- Support ongoing education and professional development of HCA staff.

- Support technological advancement training for HCA staff.
- Initiate tracking of staff participation in professional development opportunities.

Performance Measure

Performance Measure	FY 2005 Actual	FY 2006 Actual	FY 2007 Planned	FY 2008 Projected	FY 2009 Projected	FY 2010 Projected
# HCA Staff Participant Hours in Professional Development Opportunities	N/A	N/A	N/A	428	856	1,070